The Greenleaf Center Opens New Headquarters

The Greenleaf Center has now moved into its wonderful new headquarters in Westfield, Indiana!

The Center held a groundbreaking ceremony on May 31, 2005. Six months later the Center held a ribbon-cutting ceremony at its official opening on December 2, 2005.

In 2001, Paul Estridge, President and Chief Servant of The Estridge Companies, a major builder of residential homes in Indiana, attended one of the Center's programs and eventually became a significant financial supporter. "Paul Estridge has a deep commitment to servant-leadership, as is evidenced by his title and the way in which he runs his company and develops communities," said Larry Spears. "We began talking about our need to expand our offices and soon thereafter, Paul Estridge outlined his willingness to construct a suitable building at Centennial community, one of the most innovative developments in the country. Paul was so committed to the project that they actually donated $100,000 toward the $450,000 purchase cost."

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Love, Honor, and Courage
The Greenleaf Center's 16th Annual International Conference on Servant-Leadership

Thursday-Saturday, June 1-3, 2006
Westin Hotel, Downtown Indianapolis, Indiana

Thursday, June 1
Pre-Conference Workshops
- Organization, Team, and Self: Putting Servant-Leadership into Practice at Work, presented by Larry Fidelus, Director of Strategic Planning for the Carmelite Order in North America, and James "Gus" Gustafson, senior manager for Organization and Leadership Development at US Cellular
- Conference opening reception

Friday, June 2
- Keynote by Myrtle Evers-Williams, NAACP Chairman Emeritus, author of Watch Me Fly
- Plenary panel featuring Carole Eiam, Andrew Hernandez, and David James
- Concurrent breakout sessions on servant-leadership in a variety of organizational and personal applications
- Keynote by Larry C. Spears, President & CEO of The Greenleaf Center, author and editor, Insights on Leadership
- Networking reception
- Keynote by Elizabeth Jeffries, author of The Heart of Leadership
- Concurrent breakout sessions
- Keynote by Lance Secretan, author of One: The Art and Practice of Conscious Leadership
- Plenary panel featuring John Noble, others
- Plus: The world's greatest onsite servant-leader bookstore; the opportunity to meet old and new friends; and, a chance to connect with other servant-leaders.

Registration brochure and additional information are available online at www.greenleaf.org.
Who is the Servant-Leader?

The servant-leader is servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and the most difficult to administer, is: Do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or at least, not be further deprived? — from The Servant as Leader by Robert K. Greenleaf

The Greenleaf Center’s Mission

The Greenleaf Center is committed to creating a just and caring society by promoting the awareness, understanding, and practice of servant-leadership.

Goals and Means

1. Education: The Greenleaf Center, through its annual conference, publications, and other servant-leadership programs, provides learning opportunities for active practitioners of servant-leadership as well as those new to the concept who seek to learn more about it. The Center, by collecting and disseminating ideas and information about contemporary practices of servant-leadership, functions as a forum for the ongoing development of the practice of servant-leadership and provides educational tools to engage people in societal transformation.

2. Institutional Change: The Center seeks forums (i.e., publications and programs) for the promotion and inclusion of servant-leadership in society and in institutions in which everyone can experience a sense of personal meaning, contribute fully to the organization and society, openly express herself or himself, and develop deep personal connections.

3. Modeling: We aspire, as individuals and as an organization, to model behavior which reflects inclusiveness, openness to the diverse talents and ideas of the human spectrum, and promote the presence of the human spirit in organizations and society.

4. Partner Services: The Center serves its Partners (Members) through an array of services, including publications and sales of literature and audio-visual materials which develop the idea of servant-leadership, through direct response to Partner inquiries, and through the creation of a worldwide network of active practitioners of servant-leadership.

5. Research: The Center conducts research and study (retrospective and prospective) which deeply explores aspects of servant-leadership and the implications of servant-leadership for the 21st century.

6. Collaboration: The Center seeks collaborations with other organizations and institutions that are in alignment with the Centers mission and are committed to creating a just and caring society, with special emphasis on organizations that serve diverse communities.
Servant Leadership Around the World

Greenleaf Australia/New Zealand

Greenleaf Australia/New Zealand has just completed the pilot program of the leadership development program within Churches of Christ Care (Queensland), which is based on Servant-Leadership. This program includes a complete leadership diagnostic questionnaire that helps individuals to evaluate their current leadership behaviors in alignment with servant-leadership traits. They commence the program with a self-reflection only, and then complete a 2-day leadership workshop. From here they then commence 5 self-study modules over a 6-12 month period with a peer coach and a leadership coach. These two learning relationships are designed to help the reflection and assimilation to behaviour and action from the learning within the program. At the 3-month interval they are then encouraged to have a 360-degree input into their leadership behaviors using the same diagnostic questionnaire. This helps them to discover other's perspectives of their leadership. This is not compulsory, but a voluntary input which most take up, as they desire to advance and accelerate their leadership contribution to the organisation. Our pilot program has helped to hone the program more fully, and to increase the level of input and contribution either in the workshop settings or through coaching.

Our website continues to attract attention and contact with us. Mainly people looking for organisational examples of servant-leadership being integrated into the leadership ethos, and detailed articles on servant-leadership.

We have started a mentoring project that is hoped to be fully utilised in 2006 where we are prepared to match advanced practitioners of servant-leadership with those wishing to develop these traits into their leadership philosophy and behaviour. It is hoped that this will help us to raise the profile of the number of practitioners of servant-leadership in this region.

Greenleaf Canada

Jannice Moore, Board Chair of GCI, continues her work that integrates servant-leadership concepts with the Policy Governance Model in her governance consulting practice and writing.

Laurent Leduc, Executive Director of GCI, joins Allie and Diann Feldman, of the Australia-New Zealand Center and Low Guat Tin of the Singapore Center on the Editorial and Peer Review Board of the International Journal of Servant-Leadership from Gonzaga University, Spokane, WA. Laurent also published a college text on applied ethics with colleague Michael Rock, Ethics: To Live By, To Work By. He is also spreading the word on servant-leadership through a course at University of Guelph-Humber where he will be teaching Business Ethics for the Department of Political Science.

Dr. Patrick Boyer, a Canadian parliamentarian, edited a book, Leading in an Upside-Down World: New Canadian Perspectives on Leadership. His own opening chapter speaks persuasively and eloquently about the merits of servant-leadership.

Greenleaf Europe

As far as developments in the Netherlands many things are going in the right direction. We have had an invitation for our Foundation from the Ministry of Education to train a group of 20 'hipos' (high potentials).

We have been invited to organize a training course for the Ministry of Defence (the Army) together with the Police Academy and the Academy of the Fire brigade. They are planning to work together in that training course with the guiding principle of Servant Leadership. For instance, how to act with catastrophe scenario's where they have to work together.

We are planning a symposium for the biggest bank in the Netherlands, the ABN AMRO.

And then of course we had our 3rd Symposium on the 23rd of November 2005. It was a big success. Around 100 guests listened to various speeches about practical implication of servant-leadership in their organization or company. We had presenters from the highest general in the Dutch Army to the director of a Water Company.

Work carried out in Germany by Leonhard J. Schmorenberg under the auspices of Greenleaf Europe includes:

- Writing and co-publishing the first German publication about servant-leadership.

This is a co-operative venture by 16 well-known authors and is due for publication in April.

Participation in a project of the International Controlling Community (4000 members mainly in Germany, Austria, Switzerland and Poland). The subject was Leading in Knowledge Management.

Presentations and workshops in Merano (Italy) with management students of the Hotel Business School.

Greenleaf Japan

On Oct. 5 and 6 we had a two-day Servant-Leadership workshop.

This was the first comprehensive program in Japan. Our participants really enjoyed learning about servant-leadership. Most of the participants are not Christian, but Buddhist. I am confident that servant-leadership is also a useful and powerful guiding philosophy in our culture. We will start a regular learning program this year.

Greenleaf United Kingdom

The last six months have perhaps been our most successful to date and we are looking forward to the year ahead with considerable optimism.

Our 2005 Conference, Servant-Leadership—Finding your Voice was held in London on November 2nd and 3rd, and was widely considered to be our best thus far. Our list of speakers included Henry Stewart, the CEO of an extremely successful and highly regarded computer training company based in London; Lord Brian Griffiths of Flossefisch, Vice Chair of Goldman Sachs and formerly head of Margaret Thatcher’s Policy Unit in Downing Street; Teresa Hogue, from Oregon State University and Jeff Miller of Innovative Leadership Solutions, Inc. A full report can be found on our websites (www.greenleaf.org.uk and www.servantleadership.org.uk) Our 2006 Conference, Servant-Leadership: Putting the Spirit of Work to Work will be held in London on November 1st and 2nd. Our principal speaker at this, our 10th annual conference, will be Lance Blosch from South Africa.

We held our first regional event in the North of England in October. This workshop conference was held at the headquarters of The Pensions Trust in Leeds—an organisation that has recently begun to adopt

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Practicing Servant Leadership: Succeeding through Trust, Bravery and Forgiveness.

Reviewed by Jeff McCollum

Larry Spears and Michele Lawrence, guiding hands behind much of the Greenleaf Center’s growth in size and impact, have assembled an inspiring collection of eleven contemporary voices and one selection from Robert K. Greenleaf himself in this volume. As indicated by the title, the voices are practitioners, drawn from a broad assortment of institutional settings, seeking to put Greenleaf’s ideas into daily practice.

The contributors to this anthology include some “old hands” in working with Greenleaf’s principles (Dick Broholm, John Burkhardt, Spears and David Specht), presenters from past Greenleaf Center events (Jim Autry, John Bogle, John Carver, Daniel Kim, and Margaret Wheatley) and relatively new servant leadership applications like restorative justice (Shann Fercich) and leisure management (Don DeGraaf, Larry Neal and Colin Tilley).

What I found refreshing in this collection is the embrace between spiritual themes and practical application. Other than quotes from Greenleaf, the most direct reference in the volume is Proverbs 29:18, “Where there is no vision, the people perish.” Vision is important because it is an ineffable quality of servant lead organizations that taps into the deepest desires and aspirations of people and calls them forth to, in turn, be servants.

Recognizing the limitations inherent in reviewing an anthology like this (I don’t have the space to review each essay) and the risk of identifying personal favorites (some speak more powerfully to my experiences and interests than others), I forge ahead. I want the reader to know that what follows reflects my own idiosyncratic reactions and feelings and is not presented as anything other than that.

Of the 12 essays in this volume, two stand out for their pragmatism. John Carver’s essay, “The Unique Double Servant-Leadership Role of the Board Chairperson,” offers insights into board governance for anyone who sits on a board, chairs a board or has to interface with a board. Any board, he argues, must be servant leader to those who “own” the institution (he is not limiting ownership to stockholders) and the board chair must be servant-leader to the board itself hence the “double” role. His ideas here, like in his other work, have clarity and resonance.

John Bogle’s chapter, “On the Right Side of History”, talks about Vanguard’s (the company which he founded) application of servant leadership principles and its success in an industry, financial services, primarily dominated by self-interest rather than service. Although he didn’t read Greenleaf until Vanguard was well-established, it’s clear that he drew from the same well that Greenleaf did.

Three of the essays reflect efforts by the writers to enact key principles from Greenleaf’s body of work. Daniel Kim’s contribution, “Foresight as the Central Ethic of Leadership”, presents a skillful synthesis of the idea that lack of foresight is an ethical failure with principles from systems thinking. When leaders operate from an understanding of the underlying characteristics of their organization and develop a clear vision, they can avoid “reacting” and “adapting” to events and patterns and begin leading and creating thereby avoiding the ethical failure Greenleaf described. Shann Fercich in “Servant Leadership, Forgiveness and Social Justice”, describes the philosophical resonance between the restorative justice movement and servant leadership. His essay, sprinkled with personal stories and descriptions of the Truth In Reconciliation Commission in South Africa, is a jewel in this collection. Finally, David Specht and Dick Broholm’s essay, “Toward a Theology of Institutions”, describe their work in bringing one of Greenleaf’s central ideas to life by bridging theological principles to our understanding of institutions. They relate the “Threefold Office of Christ”, attributed to John Calvin, to institutional leadership. In the Christian faith tradition, Christ is seen as prophet, priest and king. The roles, in lay terms, become maintaining identity and personal meaning for those in the institution, setting clear purpose for the organization (whom do we serve?) and stewardship (protecting resources and assets). Their description of a process for holding institutions in trust represents a practical application, rooted in very difficult organizational circumstances in a engineering company, of how the theology finds life in practice.

Two other chapters, “Love and Work” featuring James Autry and “The Servant Leader: From Hero to Host,” featuring Margaret Wheatley are adaptations of interviews conducted by Spears and John Noble, who directs the Greenleaf Centre in the UK. Autry and Wheatley both bring a refreshing combination of reflective insights and practical wisdom to their work as represented in the book. Autry describes servant leadership as “being useful and being a resource” to those whom you lead. “The number one precept,” he writes, “is ‘I am here to serve, to create the community in which you can do the work that you do in order to achieve the objectives and results we are all trying to achieve together. My principal job is to serve you.’” Wheatley’s contribution offers a sober assessment of the need for different leadership and is sprinkled with sage counsel. An example, “You can’t impose change on anything alive. It will always react; it will never obey. . . . and yet we still think in organizations that we’ll find the perfect means, the perfect vision, the perfect writing, the perfect PowerPoint presentation to get people to say, ‘Great! This is just perfect!’” She and Autry both describe the need to let go of control, let go of ego and to involve those affected by the work in planning and managing it.

This volume is the fourth anthology of contemporary voices of servant leadership published under the auspices of the Greenleaf Center for Servant Leadership. In many respects it represents the maturing of servant leadership as it is embraced by more and more practitioners developing deeper and deeper experience with Greenleaf’s seminal ideas.

Jeff McCollum is an organizational consultant now living in Arizona and a longtime book reviewer for this publication.
New Headquarters Open  
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The Greenleaf Center selected the Centennial location as a prudent step to assure that its facilities would be sufficient to meet increasing worldwide demand for its services. Centennial has been featured in several national publications for its unique commitment to community-building and servant-leadership. It was designed to create an environment where people are encouraged to get to the know their neighbors and look out for one another.

The Greenleaf Center reading room is open to the general public as a place to come and read about servant-leadership. Architecturally, the new 6,000 square foot building resembles a small town Carnegie library. The facility has plenty of space for the Center’s half dozen staff members and multi-purpose rooms to accommodate small workshops and meetings. “We’re thrilled to have The Greenleaf Center at Centennial,” said Paul Estridge, “The values for which they stand are the very essence of why we built Centennial.”

At the official opening of the Center’s headquarters Larry Spears commented: “This particular story has its genesis going back to 1990—or even all the way back to its founding in 1964. In 1990 I signed a five-year lease for a small, two-room office at the Indiana Interchurch Center. We expanded our office space there on two separate occasions but by 1995 we decided to move to 921 E. 86th St. and into a larger office, where I signed a second five-year lease. In 2000 we were again in need of additional space and we were able to add some adjacent office space, and so I ‘re-upped’ and signed another five-year lease. However, I decided at that time that I would do my best to make that the last five year lease for the Greenleaf Center, feeling that it was time for the Center to have a place of its own. Shortly thereafter I met Paul Estridge, we launched a series of conversations, which has now led to our presence in this beautiful new surroundings. Paul and others have helped to make our dream of owning our own place a reality, for which I offer my great thanks and appreciation.”

The Indianapolis Star reported the following as part of its feature story on the Center and its new building, “Leadership finds a home,” on December 14, 2005: “There has been a growing and spreading interest, throughout the U.S. and in other countries, in the Greenleaf Center’s books and programs. Writings have been translated into many languages, and centers have been established around the world. Many of the books and essays are by Greenleaf and by Spears, who has appeared on network television shows discussing ethics and servant-leadership. The Center’s new headquarters has a ground floor reading room, warmed by dark wood bookshelves and a cozy fireplace, that is open to the public.”

In addition to serving the organization as a wonderful place from which its staff carries on the daily work, the Greenleaf Center is building equity through its ownership in a way that will ultimately provide it with a significant asset for the future. “In building our new headquarters we have also managed to reduce our operating expense by at least $10,000 a year, while simultaneously increasing our office space by 50% over what we previously had available,” said Spears. “It’s a big win-win-win all the way around.”

The value of the building and the land upon which it is built is just over $450,000. The Greenleaf Center made a down payment of $143,000 and has taken out a fifteen year mortgage on the balance. However, it is our hope that we may be able to pay off the mortgage much sooner. Accordingly, the Greenleaf Center has just launched a campaign seeking contributions to retire its mortgage as soon as possible. “The sooner we can pay off our mortgage, the sooner we can use monies that would otherwise be spent on mortgage interest and principal, and redirect them toward other purposes,” said Spears.

A fax back form has been posted on our website at www.greenleaf.org. We invite you to visit our website, to review the section and photos of our new building, and to consider downloading the form and sending it in with your contribution to help us to retire our mortgage in short order.

Servant Leadership Around the World  
(Continued from page 3)  

Servant-leadership—and attract a full house. The feedback from the event was universally positive, and I believe we have established some useful contacts for the future.

I have recently been approached by the Chartered Institute of Management and invited to give a servant-leadership presentation to their spring conference, usually attended by something like 100 delegates, in Bristol in early April. Their Regional Manager has further suggested that Greenleaf UK could gain wider recognition by similar participation in larger events run by the Chartered Institute later in the year. I also gave the opening presentation at the Servant-Leadership Conference held at Hilton College, Kwa Zulu Natal on March 20th, an event that had Margaret Wheatley as its principal speaker.

Greenleaf United States

Larry Spears gave several presentations in Stockholm, Sweden in late October 2005 and granted permission for 'The Servant as Religious Leader' to be translated and published in a Swedish religious journal. He is continuing work on the next servant-leadership anthology and expects to publish two more essays in the 'Voices of Servant Leadership' series in 2006.


An article/interview that Larry did was published in the January-March 2006 Journal of the Malaysian Institute of Management.

Diversity Inc. magazine published an article on servant-leadership in its November-December 2005 issue.

The 2006 International Conference will be held in Indianapolis at the Westin Hotel, June 1-3.
Practicing Servant-Leadership in High Schools: A Student Perspective

By James W. Spears

A servant-leader is a person who offers encouragement and guidance to his or her followers. Many teachers do exactly this on a daily basis. I believe that teaching and servant-leadership are linked together powerfully in schools around the world.

Teachers can have a great impact in the continuing development of their students' lives. When paying close attention in school, one can bear witness to multiple acts of servant-leadership by teachers, students, and others. I witness acts of servant-leadership in the classroom on a daily basis, and I experience acts of servant-leadership on a personal level throughout the course of the school day.

My realization that practices of servant-leadership were occurring prevalently throughout my school became a lot clearer to me during my junior year of high school. I began to realize which teachers had helped me most in my educational development and I sought to better understand how these teachers had been such a valuable asset to have in my life.

I have had some absolutely marvelous teachers. One of my favorite teachers has been my 9th grade Algebra/11th grade Pre-Calculus teacher, Mr. Rick Zinny. Mr. Zinny has always found effective ways of communicating what he teaches. He encourages his students to enjoy the subject being taught. Most of all though, one can easily see that when one walks into Mr. Zinny's class, he or she will be greeted with a warm welcome and a friendly smile that basically says, "I am here, as your teacher, to help you succeed in any way that I possibly can."

That, at least to me, is the mark of a truly remarkable teacher. Mr. Zinny embodies practices of servant-leadership as a teacher. He seeks to guide and to encourage his students to succeed. My experiences with him as my teacher have only furthered the understanding I have of servant-leadership and how it can speak to teenagers like myself.

Practices of servant-leadership in schools are also found outside of the classroom and in students. Servant-leaders can be found in school clubs and organizations such as Student Council and the National Honor Society. Here, students are encouraged to volunteer their services to people that are in need of aid. Services from these organizations are given monthly, sometimes even weekly, by many students.

Along with other students I have offered my time and assistance to people in my community by: donating money or canned foods to the hungry, carrying items for those who needed an extra hand, placing books back on their shelves in the library after school, or even helping to decorate displays for certain school events. As a Junior I even taught German once a week to fifth graders at a local elementary school.

I have found that practicing servant-leadership can be as easy as just helping people to try and overcome an obstacle that may be a part of their everyday lives. Knowing that I am able to help someone in a small way makes the experience all worthwhile.

Teachers can practice servant-leadership. School organizations can incorporate servant-leadership into their activities. Students practice servant-leadership when helping their friends. Whether they know it or not: teachers, school organizations, and students frequently practice servant-leadership on a daily basis. The end result brings light to everyday life.

Whether encouraging people in the office place, or in school, or in one's community, servant-leaders simply make the world a better place in which to live.

A senior at Warren Central High School in Indianapolis, James W. Spears is an intern at The Greenleaf Center. James looks forward to attending Indiana University in Fall, 2006 and where he plans to study Psychology. His parents are very proud of him.